

**City Center Revitalization:** The City will seek opportunities to assist with development and redevelopment opportunities within the City Center.

- **Liberty Park Plan:** Implement the MURA Capital Improvement Plan and redevelopment strategies.
  - *MURA Board: Review the financial allocations to the project.*
  - *Department Lead:* MURA staff
  - *Supporting Departments:* Development Services and City Manager's Office
  - Plans and Performance Measures
    - Liberty Park Neighborhood Plan
    - Liberty Park Plan and CIP List
    - Transportation System Plan
    - Leisure Services Plan
    - City Center Revitalization Plan
    - Downtown Housing & Residential Market Analysis
  - *Biennium Deliverables:*
    - MURA Board to analyze funding priorities for the \$15-\$18 million earmarked for public improvements and redevelopment projects.
- **Downtown:** The City will support development and re-development opportunities within its downtown core area.
  - *Department Lead:* Planning Department, MURA
  - *Supporting Departments:* Parks, Recreation, and Facilities
  - Plans and Performance Measures
    - Downtown Plan
    - City Center Revitalization Plan
    - Bear Creek Master Plan
    - Transportation System Plan
    - Leisure Services Plan
    - Regional Active Transportation Plan
    - Liberty Park Plan
    - Housing Capacity Analysis & Housing Production Strategies
    - Downtown Housing & Residential Market Analysis
  - *Biennium Deliverables:*
    - Review, complete, and implement existing plans that are under development
    - Complete update and adopt the Downtown Plan;

- Develop policy direction and implement high priority actions recommended by the updated Downtown plan, including design standards;
  - Review and implement downtown housing strategies identified in the updated Downtown Plan, Housing Capacity Analysis, and Housing Production Strategy and/or related planning documents.
  - Consider investments in pedestrian and bicycle connections between the City Center and Bear Creek Greenway as recommended by the various City and Regional Plans associated with this goal;
  - Review Bear Creek Master Plan and update as deemed necessary.
- **Parking District Enhancements:** Develop an updated strategy to provide both public and private parking opportunities. Review opportunities to develop more robust and responsive parking options to address both business, student, and residential needs.
  - *Department Lead:* City Manager's Office & MURA
  - *Supporting Departments:* Planning Department
  - Plans and Performance Measures
    - Downtown Parking Management Plan
    - Downtown Plan
  - *Biennium Deliverables:*
    - Updates to various plans and policy related to parking
    - Update the Downtown Plan
    - Update and implementation of parking management plans
      - Policy decision on parking for fee
      - Capital for future facilities
      - Transfer long-term MURA assets to the city
    - Review shared parking policy
  - *Future Deliverables:* Actions defined within the future Parking Capacity Plan; improved signage, improved metering, location based standards, expanded hours-of-use of city owned lots.
- **Building Rehabilitation Program:** Continue working with property owners within the Urban Renewal District in providing financial assistance for seismic and sprinkler retrofitting of buildings that will help support housing development or economic improvements.
  - *Department Lead:* Urban Renewal
  - *Supporting Departments:* Development Services



- Plans and Performance Measures
  - City Center Revitalization Plan
- *Biennium Deliverable:*
  - Provide matching funds for either engineering studies or actual improvements.
- *Future Deliverables:* Evaluation of the program will determine impacts and consideration for future renewal of this program.

**Economic Incentive Program:** Create a comprehensive economic development strategy supporting development and redevelopment throughout the City Center area that is consistent with Council's vision and goals for its long term development.

- *Department Lead:* Urban Renewal
  - *Supporting Departments:* City Manager's Office and Development Services
  - Plans and Performance Measures
    - Comprehensive Plan Housing Element
    - Housing Capacity Analysis
    - Housing Production Strategies
    - Downtown Plan
  - *Biennium Deliverables:*
    - Comprehensive development/redevelopment policy framework.
    - Policy guidance on economic incentives including tax abatements, SDC reductions, and direct investment in infrastructure supporting development/redevelopment;
    - Pursue Public/Private Partnerships (P3s)
    - Identify all City owned properties to market for possible development.
    - Evaluation City surplus property disposition policy
  - *Future Deliverables:* Evaluation of the program will determine impacts and consideration for future renewal of this program.
- **MURA Strategic Funding Plan:** Prioritize allocation of remaining Tax Increment Financing revenue and MURA capital asset disposition in order to optimize strategic impact throughout the district.
    - *Department Lead:* Urban Renewal
    - *Supporting Departments:* City Manager's Office and Development Services

- Plans and Performance Measures
  - Downtown Plan
  - City Center Revitalization Plan
  - Liberty Park Plan
  - Transportation System Plan
- *Biennium Deliverables:*
  - Financial analysis of the Liberty Park Capital Improvement Plan
  - Analyze financial commitments to date
  - Establish strategic financial priorities for remaining funding
  - Evaluate the feasibility of additional Urban Renewal Districts

**Community Engagement:** Proactively engage and communicate with community members by providing honest, clear and transparent communication. Encourage social connection through public festivals, concerts, and events.

- **Medford 2040 Community Vision Process and Plan:** Bring community stakeholders together to develop the Medford 2040 Community Vision, a 20-year plan to shape Medford based on community values.
  - *Mayor and Council Role: Actively participate throughout the Medford 2040 vision process and consider recommendations from the Vision Task Force*
  - *Department Lead:* City Manager's Office
  - Plans and Performance Measures:
    - Medford 2040 Vision Plan
    - City Manager Department Performance Measure
  - *Biennium Deliverables:*
    - Adopt Medford 2040 Vision Statement (July 2021) and Action Plan (January 2022)
    - Identify and prioritize City specific action items and connect them to Council goals
    - Appoint Medford 2040 Implementation Committee (February 2022)
    - Report on Medford 2040 action items semi-annually
    - Consideration of Council policy in relation to Medford 2040 Community Vision plan
- **Communication Plan:** Implement the 2021-23 Strategic Communications and Marketing Plan which provides a clear and concise structure and direction for the City's evolving communications program based on data, research and best practices.
  - *Department Lead:* City Manager's Office
  - *Supporting Departments:* Parks, Recreation & Facilities, Planning, Police and Fire
  - Plans and Performance Measures:
    - Strategic Communications and Marketing Plan
    - Medford 2040 Community Engagement Plan
    - Department specific community engagement efforts and communication plans
    - Access, Diversity, Equity and Inclusion Plan
    - City Manager Department Performance Measure



- *Biennium Deliverables:*
  - Annual Communications Report
  - Review of public notice policy related to land development and planning matters.
- **Create Social Connection through Public Festivals, Concerts, and Events:**  
Establish a framework to expand the number of public events that encourages social connection along with increasing tourism.
  - *Mayor and Council: Review staff recommendations on funding for either City or partner agency special events that create social connection for residents and visitors*
  - *Department Lead:* City Manager's Office
  - *Supporting Departments:* Parks, Recreation and Facilities
  - *Supporting Agencies:* Travel Medford, Downtown Medford Association, Pear Blossom Association and all City sponsored events
  - Plans and Performance Measures:
    - Leisure Services Plan
    - Medford 2040 Vision Action Plan
  - *Biennium Deliverables:*
    - Defining community events and participating organizations
    - Annual review of contract performance metrics with Travel Medford
    - Funding recommendations to assist with hosting events
    - Expansion of existing community festivals, concerts, and events
- **Access, Diversity, Equity and Inclusion:** Create a city-wide Access, Diversity, Equity and Inclusion plan for internal and external audiences.
  - *Department Lead:* City Manager's Office
  - *Supporting Departments:* Human Resources, Commission on Access, Diversity, Equity and Inclusion.
  - Plans and Performance Measures:
    - Strategic Communications and Marketing Plan
    - City Manager Department Performance Measures
    - Human Resources Performance Measures
  - *Biennium Deliverables:*
    - Create an Access, Diversity, Equity and Inclusion Plan
    - Commission on Access, Diversity, Equity and Inclusion updates and accomplishments

- Consideration of Council policy based from Access, Diversity, Equity and Inclusion Plan
- **Medford Government and Non-Profit Partnership Engagement:** Seek to expand partnerships with state and local government agencies to further Council goals and policies.
  - *Mayor and Council: Invite and participate in collaboration with, RCC, SOU, Jackson County, RVCOG, 549C and additional agencies.*
  - *Department Lead:* City Manager's Office
  - Plans and Performance Measures:
    - Medford 2040 Community Plan
    - Strategic Communications and Marketing Plan
    - Homeless System Action Plan
    - Department specific community engagement efforts and communication plans
  - *Biennium Deliverables:*
    - Establish and attend regular meetings with partners
    - Council and staff report on government and non-profit group participation
    - Legislative advocacy – develop annual Council policy statements for both state and federal agendas

**Economic Development:** The City will play an active role in maintaining and enhancing Medford's diverse economy.

- **One Rogue Valley Comprehensive Economic Development Strategy (CEDS):** Collaborate with SOREDI, private business, government and educational partners to implement the CEDS, focusing on sectors that closely align with the assets and opportunities located within the City, and leveraging the City's role as the urban hub of Southwest Oregon.
  - *Mayor and Council: Prioritize implementation strategies that the City is uniquely positioned to advance.*
  - *Department Lead: CMO*
  - *Supporting Departments: Planning, MURA*
  - *Supporting Agencies: SOREDI, Business Oregon, Chamber of Medford/Jackson County, MSD 549C and RCC*
  - *Plans and Performance Measures:*
    - One Rogue Valley Comprehensive Economic Development Strategy
    - Downtown 2040 Plan
    - Medford 2040 Plan
    - City Center Revitalization Plan
  - *Biennium Deliverables:*
    - Identify CEDS action items related to the City of Medford for Council consideration
    - Participate with SOREDI on the five workgroups identified in the One Rogue Valley Plan: Business Development, Innovation & Entrepreneurship, Talent, Tourism, and Placemaking.
    - SOREDI staff will present to Council regular status updates.
    - Emphasize the value of placemaking in Economic Development strategies
    - Develop two placemaking programs for Council consideration.
    - Update the Downtown 2040 Plan.
    - Implement a Career Technical Education Center in collaboration with educational and workforce development partners.



- **Develop a Comprehensive Economic Development Program:**  
Create a consolidated toolbox of existing community and economic development tools, and new targeted incentives as appropriate.
  - *Mayor and Council: Review policy options and provide direction for economic incentives and identify financial resources for targeted incentives, balancing safety and flexibility with predictability and efficiency. Align public infrastructure investments with economic development objectives.*
  - *Department Lead: MURA*
  - *Supporting Departments: Planning, Public Works*
  - *Plans and Performance Measures:*
    - One Rogue Valley Comprehensive Economic Development Strategy
    - Downtown 2040 Plan
    - Medford 2040 Plan
    - City Center Revitalization Plan
  - *Biennium Deliverables:*
    - Prepare a consolidated guide to current programs and incentives for community and economic development
    - Evaluate the feasibility of additional Urban Renewal Districts
    - Research and propose additional programs, incentives and tools for Council consideration
    - Fully implement Multi-Unit Property Tax Exemption and Vertical Housing Development Zone
    - Continue promotion of Opportunity Zones
    - Maintain database of developable employment land within the City and UGB
    - Update surplus real property disposition policy
    - Evaluate the efficacy of Local Improvement Districts, Reimbursement Districts, and Economic Improvement Districts
    - Review opportunities to create additional Urban Renewal Areas.
    - Conduct periodic review of Development Code to identify opportunities to streamline development.
  - *Future Deliverables:*
    - Consider potential economic development activities and incentives from allocation of property tax revenue stream currently subject to MURA division of taxes.
    - Create an Economic Development Strategy
    - Update the Economic Element to reflect the Economic Strategy

**Health and Safety:** Proactively address the health and safety needs of our residents and visitors while collaborating with community partners to implement initiatives aimed at addressing challenges and reducing risks.

- **Address Livability Issues:** Utilize services provided by the City, other government agencies and non-profits to improve downtown, neighborhoods, public spaces and greenways.
  - *Mayor and Council: Review, assess and measure related policy effectiveness*
  - *Department Lead:* Police
  - *Support Departments and agencies:* Legal, Parks & Recreation, Fire, Development Services, Jackson County, and local non-profits.
  - Plans and Performance Measures:
    - MPD Budget 2021-2023 Performance Measures
    - Livability Team Engagement Report
    - Legal Department 2021-23 Performance Measures
- **Neighborhood Livability Partnership:** Address nuisance properties in collaboration with other City Departments, government agencies and non-profits.

*Biennium Deliverables:*

- Annual review of nuisance property list
- Reduce the number active properties to no more than five chronic nuisance properties at one time

- **Chronically Homeless Outreach Partnership (CHOP):** Support chronically homeless individuals by assessing needs, connecting individuals/families to service providers and coordinating care in partnership with a variety of government agencies and non-profits.

*Biennium Deliverables:*

- Host monthly CHOP meetings throughout the biennium.

- **Livability Team:** This program continues to provide dedicated police and code enforcement personnel to the downtown area and Bear Creek Greenway in an effort to find a balance between enforcement and outreach to address livability concerns such as homelessness.

*Biennium Deliverables:*

- Assist in the engagement of services by referring at least 100 homeless individuals to the urban campground or other housing per biennium.



- **Homeless System Action Plan (HSAP):** Implement goals and actions identified in the HSAP.
  - *Mayor and Council: Set annual priorities for the Housing Opportunity Fund (HOF), Community Development Block Grant (CDBG) and General Fund Grant (GFG) programs. Issue grants based on Council priorities and in consideration of other state and federal funding priorities to improve opportunities for the community to secure additional resources. Assess policies and funding necessary for continued and updated implementation of the HSAP.*
  - *Department Lead:* Planning Department
  - *Support Departments:* City Manager's Office, Police, MURA, Fire, CoC, Jackson County and social service partners.
  - *Plans and Performance Measures:*
    - Homeless System Action Plan
    - City Council Housing Stability Performance Measure
    - 2020-2024 Consolidated Plan for Housing and Community Development
    - Housing Needs Analysis and Housing Production Strategy
    - 2021/2022 CDBG Annual Action Plan
    - 2022/2023 CDBG Annual Action Plan
  - *Biennium Deliverable:*
    - Review and streamline the City's existing grant making process to improve efficiency and maintain current level of service to the community and partner organizations using existing staff
    - Review and update the HSAP to assess policies, funding, and other resource needs necessary for continued implementation
    - Work with Jackson County and community partners to support a mobile crisis pilot
    - Facilitate the creation of a navigation Center
    - Facilitate the creation of a medically supportive housing pilot
    - Facilitate the siting and development of a permanent urban campground
- **Public Safety Level of Service:** Revise strategic and operational plans for both Fire Department and Police Department. Plans are to identify recommendations on levels of service.
  - *Mayor and Council: Review Level of Service recommendations along with Strategic Plans for both Fire and Police Department's. Identify potential*



*resources and funding options if additional staffing is needed for future biennium.*

- *Department Lead:* Police and Fire Department's
- *Support Departments:* City Manager's Office and Finance
- *Biennium Deliverable:*
  - Update Police department Strategic Plan along with Level of Service recommendations
  - Fire to continue implementation strategies recommended by the Fire Operational and Administrative Analysis study.
  - Fire to complete a Community Risk Assessment.
  - Fire to update and develop the following for consideration
    - Department Strategic Plan
    - Level of Service
    - Alternate EMS response model
    - Update to Facilities Plan
    - CPAW recommendations
- **Emergency Management:** Implement mitigation, preparedness and recovery efforts based on risks identified within the City's Hazard Vulnerability Analysis (HVA) and Natural Hazard Mitigation Plan (NHMP).
  - *Mayor and Council: Adopt the revised Emergency Operations Plan (EOP) and Natural Hazard Mitigation Plan (NHMP). Prepare for incidents by completing the National Incident Management System (NIMS) required training for elected officials.*
  - *Department Lead:* Emergency Management Coordinator
  - *Support Departments:* All City Department's
  - *Plans and Performance Measures:*
    - Emergency Management Strategic Plan
    - Emergency Management Performance Measures
    - Housing Stability Performance Measure
  - *Biennium Deliverable:*
    - Emergency Operations Plan
    - Natural Hazard Mitigation Plan
    - Training for all elected officials and identified City Staff
    - Create/Update Continuity of Operations Plan
    - Conduct two exercises a year
  - *Future Deliverables:* Will be based off of biennium deliverable outcomes

**Housing:** Preserve and promote the development of a range of safe and affordable housing choices in Medford that meet the needs of its current and future residents, and support other Council goals including economic development.

- **Increase Housing Opportunities Throughout Medford and in Target Areas:**
  - *Mayor and Council: Review and consider staff recommendations regarding deliverables identified below.*
  - *Department Lead:* Planning & Urban Renewal
  - *Supporting Departments:* Building, Public Works, Legal, City Manager's Office
  - *Council Appointed Advisory Commissions:* Housing Advisory Commission, Community Services and Development Commission, Planning Commission
  - *Supporting Agencies:* Housing Authority of Jackson County, ACCESS and other local developers and housing providers.
  - *Plans and Performance Measures:*
    - 2019 Residential Market Study
    - Downtown 2040 Plan
    - Housing Capacity Analysis (Housing Element), Housing Production Strategy, and other related components of the Medford Comprehensive Plan
    - Liberty Park Plan
    - City Center Revitalization Plan
    - 2020-2024 Consolidated Plan
    - Planning Department Performance Measures
    - Building Department Performance Measures
  - *Biennium Deliverables:*
    - Establish biennial housing production targets in Fall 2021
    - Complete two rounds of Housing Opportunity Fund (HOF) requests for proposals
    - Assess benefits of Local Improvement Districts to support housing production and implement LIDs where beneficial
    - Amend the Medford Land Development Code to comply with HB2001 by July 1, 2022
    - Complete one more round of citywide up-zonings
    - Apply for the Lead Hazard Control and Healthy Homes grant to create the Medford Healthy Homes program
    - Implementation of 8<sup>th</sup> and Holly development project
    - Implementation of N. Central Avenue development project
    - Explore development of housing/mixed use projects, potentially through public-private partnerships (P3)
    - Update the Downtown 2040 Plan



- Implement Housing Production Strategy (HPS) and report semiannually to Council
  - Develop a comprehensive economic incentive program to support housing development
- *Future Deliverables:*
  - Provide update on number of targeted units and funding sources to provide housing
  - Assess feasibility of establishing an employee housing assistance program
  - Update the Housing Element
  - Complete medium and long term housing policies as recommended by the HPS, Consolidated Plan and other planning documents
- **Homeless System Action Plan (HSAP):** Implement goals and actions identified in the HSAP that increase the supply, accessibility, and safety of affordable and supportive housing.
  - ***Mayor and Council: Set annual priorities for the Housing Opportunity Fund (HOF), Community Development Block Grant (CDBG), and General Fund Grant (GFG) programs.***
  - ***Department Lead:*** Planning Department
  - ***Supporting Departments:*** Urban Renewal and Development Services
  - ***Council Appointed Advisory Commissions:*** Housing Advisory Commission, Community Services and Development Commission, Planning Commission
  - ***Supporting Agencies:*** Housing Authority of Jackson County, ACCESS, Continuum of Care (CoC) and other local developers and housing providers
  - ***Plans and Performance Measures:***
    - Homeless System Action Plan
    - Planning Department Performance Measures
    - 2020-2024 Consolidated Plan
    - Housing Capacity Analysis and Housing Production Strategy
    - 2021/2022 CDBG Action Plan
    - 2022/2023 CDBG Action Plan
  - ***Biennium Deliverable:***
    - Maintain financial support and active participation in the CoC
    - Continue implementation of the HSAP priority actions:
      - Facilitate the creation of a Navigation Center
      - Review City-owned surplus property for the development of affordable housing



- Facilitate the creation of a medically supportive housing pilot
- Facilitate the siting and development of a permanent urban campground
- Support development of transitional and permanent supportive housing
- Create a Community Housing Foundation

**Public Infrastructure:** Proactively plan for and invest in infrastructure needs by providing facilities essential for residents and visitors to live, work and play in a manner that is financially and environmentally sustainable.

- **Bear Creek Master Plan:** Seek Council direction pertaining to Bear Creek Master Plan and update as necessary.

*Mayor and Council: Council to provide policy direction on priorities and developing funding sources.*

- *Department Lead:* Parks, Recreation and Facilities
  - *Supporting Departments:* MURA, Police, Fire, Development Services and Finance
  - Plans and Performance Measures
    - Bear Creek Master Plan
    - Leisure Services Plan
  - *Biennium Deliverable:*
    - Review Bear Creek Master Plan and update as deemed necessary
    - Complete and implement the Bear Creek Greenway Fire Management Plan
    - Continue riparian restoration
    - Install additional Viaduct murals
    - Advertise and implement private property abatement incentive
  - **Public Works' Infrastructure:** Continue to maintain existing infrastructure based on the lowest life cycle cost model. City will work to ensure that critical transportation, storm drain and sewer systems have enough capacity to handle future development demands.
- Mayor and Council: Council to provide policy direction on current system funding sources. Determine level of participation to support development, including the city's role when working with other service agencies (e.g. Medford Water Commission, Rogue Valley Sewer Services, ODOT, Jackson County, City of Phoenix, RVMPO, etc.)*
- *Department Lead:* Public Works, Finance, Planning
  - *Supporting Departments:* Development Services; MURA
  - Plans and Performance Measures
    - Transportation System Plan
    - Sanitary Sewer Master Plan
    - Engineering, Operations and Water Reclamation Division Performance Measures
    - ADA Transition Plan

- *Biennium Deliverable:*
  - Update the Storm Drain Master Plan
  - Complete Capital Improvement Projects listed in the budget
  - Complete a new Wastewater Treatment Facilities Plan
    - Address DEQ permit requirements
    - Includes funding plan
    - Assess need for expansion to accommodate expected growth
  - Complete the Climate Change Adaptation and Resiliency Plan
  - Contract Public Works utilities and SDC fees comparison study
  - Develop funding mechanisms for large infrastructure projects (i.e. the Mega Corridor, etc.)
- *Future Deliverables:* Design and construction for Wastewater Treatment Facilities Plan projects. Participate in planning studies for the potential South Stage overcrossing/interchange. Complete the BUILD project.
- **City Wayfinding Program:** Establish design standards for a city-wide wayfinding program that places an emphasis on directing residents and visitors to key destinations with a focus on the downtown area. The plan will include an implementation plan identifying priority sites and the types of signs to install.
  - *Department Lead:* Planning
  - *Supporting Departments:* Public Works; Parks, Recreation and Facilities; MURA
  - Plans and Performance Measures
    - City Center Revitalization Plan
    - Planning Department Performance Measures
  - *Biennium Deliverable:* Wayfinding plan that includes an implementation schedule with a focus on installing downtown wayfinding devices.
    - Update the 2014 Wayfinding Sign Plan and Design Standards
    - Formally adopt the updated wayfinding plan with the preferred sign designs
    - Apply for grant funding (e.g. Travel Oregon) for assistance with sign fabrication and installation
    - Install top 3 kiosk locations in downtown; install directional signage from south Medford interchange into downtown
  - *Future Deliverables:* Updated costs and funding sources will need to be identified for the installation of signs until the plan is implemented.
    - 2023-2024 - Install remaining kiosk locations in downtown; directional signage from north Medford interchange into downtown



- 2024-2025 – Install two main gateway signs (Central Avenue and Riverside Avenue)
- 2025-2026 – Install remaining directional signage to other key destinations surrounding Medford; Evaluate costs for installing additional gateway signs at the perimeter of the city
- **Promoting Park and Recreation Infrastructure:** Plan, fund, partner and develop park and recreation facilities that meet the needs of a growing population and stimulate the local economy.
  - *Mayor and Council: Council consideration of Park Utility Fee policy as a potential funding mechanism for maintenance of newly developed parks and facilities*
  - *Department Lead:* Parks, Recreation and Facilities
  - *Supporting Departments:* Development Services, Finance
  - Plans and Performance Measures
    - Leisure Services Plan
    - Prescott Park Trail and Master Plans
    - Parks and Recreation Administration Division performance measures
  - *Biennium Deliverable:*
    - Construct the Rogue Credit Union Community Complex
    - Update Midway Park master plan
    - Prescott Park trail development
    - Contract Parks Utility and SDC fees comparison study
  - *Future Deliverables:* Additional Prescott Park trail mileage, recreation facility capital improvement planning for future biennia; consideration of development of a parks and facilities bond